

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : The Headquarters Courier Systems

1. This memorandum is for your information and concerns a survey of the Headquarters Courier Systems conducted by the Office of Security and a supplemental investigation of this activity by a member of the Inspector General's Staff.

2. Introduction

A comprehensive survey of the Headquarters Courier Systems conducted by the Office of Security (Annex A) is the basis of this report. A supplemental investigation conducted by a member of my staff validates the findings and recommendations contained therein and presents additional safeguards to improve the security of courier operations.

3. Purpose and Scope

The purpose of the Office of Security Survey was to present an up-to-date security evaluation of the Courier Systems now operating at Headquarters. This required exhaustive examination of the security practices and operating procedures employed by ☐ separate and independent courier facilities, whose total courier strength is ☐ staff employees in grades GS-4 to GS-11. No attempt was made to delve into the loyalty and character of the individual courier, per se.

4. Findings

a. Insecure practices and procedures most common to Agency courier operations are traced to noncompliance with Agency regulations

and inadequate supervision. Included are: (1) lack of uniformity in the use of courier and document receipts; (2) unfamiliarity on the part of clerical personnel with mail regulations pertaining to the preparation of classified materials for dispatch; (3) failure of couriers to properly identify themselves when picking up classified mail; (4) failure of couriers to request proper identification of the recipient of classified mail; (5) ineffective supervision of courier activities during mail runs; and (6) failure to provide special equipment in courier vehicles as an added precaution to safeguard classified mail during transit.

b. Specific recommendations to correct these deficiencies are currently under consideration by the Deputy Director of Support, who initiated action on 20 March 1960 in a memorandum to Chief, Management Division, to "conduct a study of the headquarters courier systems for the purpose of eliminating any unnecessary duplication or overlapping of separate systems, recommending at the same time any improvements or economies in services, methods and controls which may seem desirable."

5. Comments

a. Investigation of the Headquarters Courier Systems thus far strengthens my belief that a single courier system (the special courier systems of OGI and FIU excepted) will provide tighter security and better control of Agency Courier operations.

b. The existence of multiple courier systems at headquarters is not confined to security aspects alone. Duplication of functions under divided responsibility has dissipated administrative control and

25X1 increased operating costs. Headquarters Courier Services cost the Agency a half million dollars a year in personal services alone; with less than half this amount in support of the [] staff employees assigned to the official Mail and Courier Branch, Office of Logistics. At the present time no single office maintains a complete roster of Agency couriers. Ostensibly, this should be accomplished by the Director of Security whose current roster contains only those couriers employed by the official Mail and Courier Branch, Office of Logistics.

6. Conclusions

a. The Office of Security Survey concludes that the courier systems at headquarters are operating in a secure manner and bases this conclusion on the record of only one transmission security violation being traceable to an official courier during the past three years. I view this record neither as a guarantee of the security of courier operations in the past, nor a definite guarantee against a breach of security that could easily occur tomorrow.

25X1 b. I therefore do not endorse the conclusion that the Headquarters Courier Systems are secure until all reasonable safeguards have been applied and the Office of Security has mounted a vigorous CI operation against this activity; only then can the Agency be assured of a reasonably secure courier service. Security is achieved by constant vigilance on the part of individual couriers, supervisors and monitoring personnel, and by the application of sound security practices. Only one courier facility demonstrates such vigilance in daily practice--the Special [] Courier Service maintained by FIO.

c. Correction of the deficiencies noted in the basic survey will go far toward improving the security of Headquarters Courier Systems. In addition, I am suggesting to the Deputy Director of Support that:

(1) He instruct the Director of Security to establish a focal point within the Office of Security to coordinate on all matters relating to the Headquarters Courier Systems, and the individual security of couriers themselves;

(2) That the focal point in the Office of Security be designated the office of record for maintaining a complete roster of all headquarters couriers and courier equipment and that the Director of Security provide a staffing slot for a full-time courier inspector;

(3) That the Office of Logistics and the Office of Security jointly investigate the feasibility and practicability of reducing the number of delivery points in the Pentagon (now numbering 30) by the establishment of a special center at the Pentagon to be manned by two or more Agency employees, whose duties will include internal delivery and collections to these offices;

(4) That DD/S request the Director of Personnel to explore the possibility of reclassifying couriers now performing internal messenger service to the status of "messengers";

(5) That DD/S request the Director of Security to extend his current technical interrogation program to all Agency couriers and be instructed to initiate a positive CI program designed to minimize the damage to National Security and embarrassment to the Agency should a serious breach of security occur.

Lyman B. Kirkpatrick
Inspector General

Attachment
(Annex A--O/Security Survey of
Hq. Courier Systems)
cc: DDCI

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